

Memorandum



CITY OF DALLAS

DATE October 2, 2020

TO Honorable Mayor and Members of the City Council

SUBJECT **Dallas Police Communications Update**

Staff has received several recent inquiries from City Council members regarding the operations of the 911 Call Center. The purpose of this memo is to apprise the Mayor and City Council of the Communication Division's current key performance metrics and staffing levels, actions currently being undertaken to improve performance, and steps going forward.

The 911 Call Center's primary performance measure is to answer 90% of 911 calls within 10 seconds or less. Due to recent staffing shortages attributable to recruitment and retention challenges, the performance level has recently dropped. For the month of September 2020, service level was 60.16%. Currently, there are 69 Call Takers assigned to the 911 Call Center. In an effort to immediately enhance the Call Center's staffing, 7 uniformed officers on limited duty have recently been reassigned to the 911 Call Center on a temporary basis. In addition, two managers have been reassigned to help oversee 911 shift operations. When fully staffed, the 911 Call Center is comprised of 99 Call Takers. The chart in the appendix highlights historical staffing figures to give context to today's performance levels.

Recruitment and retention for the 911 Call Takers has been a challenge recently. Over the past few months, attrition has outpaced hiring, with the starting pay being a possible factor. The Department is currently working with Human Resources to assess the market for call takers to ascertain if adjustments to pay are recommended. Additionally, career growth within the Communications Division has contributed to 911 Call Taker attrition as these employees have promoted to dispatcher or supervisory roles. Further complicating recent staffing constraints is the spread of COVID-19. The pandemic has caused health concerns in the Call Center as many call takers care for elderly parents and children. Year to date, there have been 37 employees assigned to the Communications Division who have either tested positive or were required to quarantine as per doctor recommendations.

Replenishing staffing levels remains a top priority. The Department recently completed interviews for a civilian 911 Communications Administrator to oversee the day-to-day operations of the Call Center. In addition to aggressive recruitment strategies, the Department continues to hire trainees, with 10 Call Takers starting their training by October 12, 2020. Furthermore, there are 17 applicants in the final stages of the background investigation process.

DATE October 2, 2020
SUBJECT **Dallas Police Communications Update**

On November 9, 2020, the Dallas Police Department is scheduled to brief the Public Safety Committee on the conclusions of comprehensive call center analysis and needs assessment in which is already underway and is being performed by KPMG. The study is to review the Department's Communication Division, which was authorized by the City Council this past May and began in July of 2020, it was recommended in the original KPMG Staffing and Efficiency Study completed in 2019

Should you have any additional questions, please contact me or Chief Hall.



Jon Fortune
Assistant City Manager

Attachment: Historical Staffing Levels

c: T.C. Broadnax, City Manager
Chris Caso, City Attorney
Mark Swann, City Auditor
Biliera Johnson, City Secretary
Preston Robinson, Administrative Judge
Kimberly Bizer Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager

Jon Fortune, Assistant City Manager
Joey Zapata, Assistant City Manager
Dr. Eric A. Johnson, Chief of Economic Development and Neighborhood Services
M. Elizabeth Reich, Chief Financial Officer
M. Elizabeth (Liz) Cedillo-Pereira, Chief of Equity and Inclusion
Directors and Assistant Directors

DATE October 2, 2020

SUBJECT Dallas Police Communications Update

